

## **HAYLEY HUGHES, DrPH, MPH, CSP**

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### **PROFESSIONAL PROFILE**

2018 EPA Senior Executive Service Candidate Development Program (SES CDP) Graduate  
>13-year Federal Government Career/Supervisory Epidemiologist and Program Manager  
13-year Corporate Career in Environmental and Occupational Health and Safety Management  
>25-year Air Force Officer (Part-time)/Command/Public Health/Disaster Preparedness

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### **PROFESSIONAL EXPERIENCE**

**National Lead (Pb) Coordinator (Detail) April 2018 – Present**  
**Environmental Protection Agency (EPA), Office of the Administrator, Washington, DC**

- Appointed by the EPA Administrator to direct EPA's lead initiatives and oversee activities that are national in scope. Leading efforts to integrate strategic and organizational goals, identify best practices, and coordinate performance management activities for reducing lead exposures.
- Integrates strategic goals, objectives, and measures into EPA's Lean Management System; developed and deployed performance improvement projects to integrate lead exposure mapping tools and approaches and to evaluate multi-media lead models for risk assessments.
- Increases collaboration and trust with external stakeholders. Coordinates high-level meetings with grassroots organizations such as Center for Health, Environment and Justice and founder, the 2018 Goldman Prize Recipient and Flint, Michigan, advocate, and EPA grant awardees.
- Regularly interacts with external/internal stakeholders and representatives from multiple government agencies including White House staff, EPA leadership, and public. Provided talking paper for White House staff on the federal lead initiative and highlighted activities.
- Responsible for conducting nationwide outreach to multiple stakeholders including EPA headquarters and regional offices, federal agencies, states, and local and tribal governments, and private entities. Works closely with agency press office to respond to media inquiries.

**Senior Scientist/Advisor March 2018 – April 2018**  
**Office of Chemical Safety and Pollution Prevention, EPA, Washington, DC**

- Served as a senior epidemiologist and conducted special assignments on programmatic issues. Critiqued peer-reviewed publications and drafted supporting documentation for changing EPA regulation and/or rules.
- Provided expert performance analysis and recommendations to improve processes and establish a culture of continuous process improvement. Worked closely with Senior Management and Office Directors to develop actionable performance measures.

**Acting Deputy Director (SES CDP Detail) September 2017 – February 2018**  
**Office of Pesticide Programs, Environmental Protection Agency, Arlington, VA**

- Served as an experienced co-leader of senior management team for nine divisions with over 650 assigned employees, including a staff of highly skilled, professional scientists. Guided team of scientists for incorporating epidemiological data into pesticide regulatory decisions.

- Executed oversight and leadership for the reorganization of a zeroed-out program. Directed and focused priorities to achieve statutory requirements using existing personnel and resources and increase cross-organizational collaboration and efficiencies without additional capital.
- Provided senior leadership for the development of strategic and budget performance measures; linked performance and accountability at the individual and organizational level. Provided day-to-day guidance to improve processes and achieve statutory decisions 99% on time.
- Led difficult discussions with registrants with conflicting viewpoints; fostered amenable way forward for evaluating clinical data in the context of pesticide regulatory decisions.

**Commander, Medical Group, Colonel (GS-15 Equivalent)                      September 2017 – Present**  
**175th Wing, Maryland Air National Guard, Middle River, MD**

- Leading and managing a staff of ~65 medical professionals and healthcare providers for conducting comprehensive health services for over 1,500 military and civilian personnel.
- Provides strategic level direction for setting priorities, monitoring spending, and developing short- and long-term plans that support health activities; prioritized personnel and medical resources to complete goals under 60% reduced budget in 1<sup>st</sup> Quarter of FY18.
- Supports national defense and emergencies. Provided qualified medical professionals for training counterparts in Bosnia and Estonia and for response operations in Puerto Rico.
- Led culture change in medical reviews; directed rapid process improvement and eliminated 100% of backlog and increased unit medical readiness by returning individuals to duty.
- Manages personnel actions to reward, promote, and develop senior and junior staff. Created review process to ensure 100% completion of performance evaluations on time.

**First Responder Vaccine Initiative Manager    June 2014 – March 2018**  
**Office of Health Affairs, Department of Homeland Security (DHS), Washington, DC**

- Key advisor to the Assistant Secretary for Health Affairs for establishing a comprehensive Anthrax Vaccine Pilot that supports national strategic goals for protection and preparedness of federal, state, and local first responders against an anthrax event through immunization.
- Spearheaded the development of interactive web-based training modules and cultivated working relationships with U.S. Customs Border and Protection and Centers for Disease Control and Prevention to complete Pilot objectives while optimizing resources, reducing redundancy, and averting unnecessary costs.
- Led strategic change by putting proven methodologies into practice such as Lean Six Sigma and Capability Analysis to maximize technological and personnel infrastructure.
  - Streamlined a vaccine request process by 20% for shipping anthrax vaccine from the Strategic National Stockpile to state and local jurisdictions.
  - Created a template for evaluating capabilities to determine the feasibility of using existing infrastructure and databases in support of a pre-event anthrax vaccine pilot program.
- Established strategic communications, outreach materials, education modules, logistical databases, and statistical analysis plans for implementing a quality vaccination initiative.

- Subject matter expert and appointed voting member of national-level preparedness working groups including the Anthrax Integration Product Team, Medical Countermeasure Operational Planning, and the Federal Interagency Committee on Emergency Management Services.
- Briefed Congressional and White House staff on strategic goals and objectives for protecting first responders against biological threats through immunization. Provided technical expertise for proposed legislation on medical and first responder preparedness (H.R.1300, H.R.3583, and S.1915). Congress passed H.R.1300 on 29 July 2015, H.R.3583 on 26 April 2016, and S.1915 on 16 November 2016. President of the United States signed S.1915 into Public Law (114-268) on 14 December 2016.

**Chief of Public and Environmental Health, Part-time                      March 2014 – September 2017**  
**107<sup>th</sup> Attack Wing, New York Air National Guard, Niagara Falls, NY**

- Principal advisor to the 107<sup>th</sup> wing and group commanders on public, occupational and environmental health issues. Oversaw a comprehensive occupational and environmental health program for over 500 full- and part-time civilian and military personnel.
- Activated by NY Governor to lead team during Lake Ontario flooding; protected >1,000 military personnel in 8 counties from hazardous noise and environmental health threats.
- Supervised and developed six employees to assess, control, monitor, and evaluate workplace health hazards and conduct medical surveillance and trends analyses.
- Managed and oversaw the completion of readiness training for six Chemical, Biological, Radiological, and Nuclear (CBRN) response teams. Ensured critical operational training for over 70 CBRN Enterprise team members; 100% of assigned personnel trained under budget.
- Revitalized lagging and out-of-compliance occupational and environmental health programs within 2 years and updated 3 wing-wide occupational health policies and procedures.

**Division Chief, Vaccine Safety and Evaluation                      February 2010 – June 2014**  
**Military Vaccine Agency, U.S. Army, Falls Church, VA**

- Supervisory epidemiologist and principal investigator of five Phase IV clinical vaccine safety and effectiveness studies, such as smallpox, Japanese encephalitis virus, H1N1 and seasonal influenza viruses, and adenovirus vaccines. Co-authored articles in peer-reviewed journals.
- Supervised two civil service employees and directed the activities of seven on-site contract clinical research associates and program managers of vaccine safety studies in coordination with three major pharmaceutical/vaccine companies and federal agencies.
- Managed a \$6 million extramural vaccine and immunization evaluation research program to support Department of Defense research goals and initiatives for protecting military personnel.
- Facilitated collaboration and selection of study sites for the third generation smallpox vaccine non-inferiority clinical trial required for FDA licensure; coordinated meetings in South Korea with Army investigators, site support staff, Department of Health and Human Services personnel, contract research organizations, and the vaccine manufacturer to successfully establish a research study location and support team. Co-author of multiple journal articles.

- Member of the Federal Immunization Safety Task Force (2009–2014), Federal H1N1 Vaccine Working Group (2009–2011), and Adenovirus Integrated Product Team (2009–2014) to monitor vaccine safety and effectiveness of newly licensed vaccines.

**Senior Preventive Medicine Mentor/Team Chief (Lt Colonel)                      June 2011 – April 2012**  
**U.S. Air Force, Operation Enduring Freedom, Afghanistan**

- Senior Preventive Medicine Advisor to Afghan National Security Forces (ANSF), Afghan National Police (ANP), and Afghan National Army (ANA) command and medical personnel. Mentored nine ANSF leaders and advised the ANA Regional Surgeon General on public and environmental health issues.
- Accountable for and managed over \$2 million of Army training equipment and supplies with zero loss in highly kinetic environment.
- Fostered collaboration and led strategic change by partnering with Afghan counterparts and identifying viable solutions for sustained public health and vaccine management programs.
- Achieved buy-in from Afghan medical counterparts by developing the first-ever vaccine train-the-trainer program in the Dari language for ANP recruit training centers.
- Managed and oversaw contracts worth \$18 million for resourcing three ANP recruit training sites and oversaw the smooth transition from coalition forces to the Government of the Islamic Republic of Afghanistan.
- Regional Support Commander's go-to Sr. officer for health and safety issues; addressed multiple issues to protect the health and well-being of U.S., Coalition, and Afghan Forces.

**Public Health Officer, Part-time/Lt Colonel    July 2002 – March 2014**  
**Headquarters, Air Force Reserve Command (AFRC), Robins Air Force Base, GA**

- Inspector General/Occupational Health Team Chief for the Environmental, Safety and Occupational Health Compliance and Assessment Program; managed and directed the activities of three team members and for 9 large AFRC aircraft wings.
- Managed comprehensive AFRC-wide inspection checklists and procedures to improve occupational health and safety and reduce injuries and illnesses. Published research findings on the evaluation of hearing loss and exposures to noise and organic solvents among Air Force Reserve personnel in *Noise and Health* journal.
- Led a multi-Service, multi-functional 30-person preventive medicine team to monitor health threats in Benin, Africa. Oversaw Integrated Pest Management activities, use of malaria prophylaxis, and established good sanitation and hygiene measures for over 270 U.S. Forces.

**Program Manager    July 2006 – February 2010**  
**Dynamic Research Corp./Contract Support for Military Vaccine Agency**  
**U.S. Army, Falls Church, VA**

- Hired in newly created position to launch the Accession Screening and Immunization Program at five geographically separated Army enlisted basic training sites; program realized a cost-savings of over \$5 million annually from averted vaccinations based on screening for pre-existing serologic immunity among incoming recruits.

- Led the expansion of the program within two years to six additional basic training sites across the Department of Defense and U.S. Coast Guard; ensured joint policy echoed program goals.
- Provided subject matter expertise for rollout of the H1N1 influenza vaccine and participated on the vaccine safety national task force; provided real-time data on U.S. population health risks.

## **EDUCATION AND SPECIALIZED TRAINING**

- Doctor of Public Health (DrPH), Environmental and Occupational Health  
The George Washington University, Washington, DC, 2011
- Master of Public Health (MPH), Environmental and Occupational Health  
The George Washington University, Washington, DC, 2001
- Bachelor of Arts, Biology, Canisius College, Buffalo NY, 1993
- Certified Safety Professional (CSP), Board of Certified Safety Professionals, Since 2005
- Six Sigma Black Belt, 2017; Lean Six Sigma Green Belt, 2017
- Leading Teams with Emotional Intelligence, 2016
- Air War College, U.S. Air Force, 2015
- Leadership Essentials, 2015

## **RECENT HONORS/AWARDS:**

- Certificate of Appreciation/Cash Award, Office of Health Affairs, DHS, 2016
- Quality In-Step Increase, DHS, 2015
- Superior Civilian Service Award, U.S. Army, 2014
- Meritorious Service Medal, Headquarters, U.S. Air Force Reserve Command, 2013
- Bronze Star Medal, Operation Enduring Freedom, Afghanistan, 2012
- Commander's Award for Civilian Service, Adenovirus Vaccine Program, U.S. Army, 2012

## **OTHER PROFESSIONAL POSITIONS HELD**

- Professorial Lecturer/Adjunct Professor (Part-time), The George Washington University, Milken School of Public Health and Health Services, Washington, DC, Nov 2013–Present
- Health Scientist, Northrop Grumman, Contract Support for the Office of the Assistant Secretary of Defense for Health Affairs, Falls Church, VA, Jan 2005 – Jul 2006
- Policy Analyst, Analytical Services, Inc., Contract Support for the Air Force Medical Support Agency, Washington, DC, Apr 2003 – Dec 2004
- Epidemiologist/Surveillance Coordinator, National Immunization Program, U.S. Centers for Disease Control and Prevention, Atlanta, GA, Jun 2001 – Apr 2003.
- Occupational Safety Engineer, A&P Consulting, Fort Sam Houston, San Antonio, TX, Jan 1998 – May 1998
- Safety Associate, Occidental Chemical Corp, Niagara Falls, NY, Oct 1997 – Jan 1998
- Environmental and Safety Engineer/Fire Brigade Chief, Wilson Greatbatch Technologies, Clarence, NY, May 1995 – Oct 1997